



NATIONAL PROBATION SERVICE
for England and Wales

National Directorate

National Probation Service

Performance Report 12

and

Weighted Scorecard 2003/04

MAY 2004

STEVE MURPHY
DIRECTOR GENERAL

Foreword

This report contains information on the performance of the National Probation Service in 2003/04. All the data covers the full year except for victims where the data takes more time to collect.

There has been a real improvement in the performance of the NPS on most of the main service delivery targets as can be seen by the table below. Where relevant the actual numbers delivered are shown with the percentage of the target achieved shown in brackets.

Performance measure	2002/03	2003/04	Percentage point change
DTTO starts	6,140 (102%)	8,519 (95%)	-7%
Enforcement within 10 days	64%	77%	+13%
Offending Behaviour Programmes	7,716 (64%)	13,136 (88%)	+24%
Victims contacted	80%	91%	+11%
Basic Skills Starts	5,983 (100%)	14,971 (94%)	-6%
Basic Skills Awards	848 (85%)	2,815 (70%)	-15%
Enhanced Community Punishment starts	Not Introduced	34,681 (139%)	

It should be noted that the targets for:

- **DTTOs increased from 6000 to 9000**
- **Basic Skills starts increased from 6000 to 16000**
- **Basic Skills completions increased from 1000 to 4000**
- **Enhanced Community Punishment was introduced during 2003/04.**

Although only two national targets have been met – victim contact and ECP commencements – there has been real improvement bearing in mind that there have been significant increases in some of the targets. 2004/05 see further increases and changes in targets:

- DTTO commencements rise to 12,000 with a further 1000 for DTTO lower intensity
- DTTO completions will be measured with a target completion rate of 35%
- Enforcement will continue to be measured but there is a new compliance target of 70%.
- Basic Skills starts increase to 32,000 and Basic Skills awards rise to 8,000.
- ECP completions have a target of 30,000

Whilst these changes are significant the message I would like to convey is that the NPS has done well in 2003/04 and the signs are good. I am convinced that the targets set for 2004/05 are achievable and that the NPS can deliver in full this year.

**Steve Murphy
Director General
National Probation Service**

Introduction

Enforcement

The full year results for 2003/04 show that enforcement within 10 working days rose to 77% compared to 53% in 2001/02. Performance has improved steadily in 2003/04 with 80% exceeded in December, February and March. The result for March of 84% represents the best ever performance of the NPS against the national target of 90%. If London were removed from the calculation the result would be 88%. However, performance in London is showing evidence of improvement from 38% in April 2003 to 55% in March 2004.

Offending Behaviour Programmes

There were 13,136 accredited programme completions in 2003/04 i.e. 88% of the target of 15,000. 20 areas exceeded their local target and 7 were within 10%. London's performance improved from 41% in 2002/03 to 67%. The impact of the under performance of three large metropolitan areas – West Midlands, South Yorkshire and London – was considerable. If they were excluded national performance against target rises to 95%.

Enhanced Community Punishment

ECP commencements have exceeded the initial target – 25,000 for October 2003 to March 2004. 34,681 ECP orders have been made which represents 139% of the target.

Drug Treatment and Testing Orders

8,519 DTTOs were commenced in 2003/04 compared with the target of 9000. This represents 95% although if London were excluded, the percentage would rise to 97%. The 2003/04 target was 50% higher than the previous year. The rise in 2004/05 is less steep and should be achieved if areas can maintain their current momentum.

Basic Skills

14,971 offenders commenced work on Basic Skills in 2003/04 compared to the target of 16,000 i.e., 94%. 2,815 awards were achieved compared to a target of 4,000 i.e., 70%. If London were excluded awards rise to 75% of the target. The increased targets for 2004/05 represent a real challenge but should be achievable if areas can maintain the current momentum.

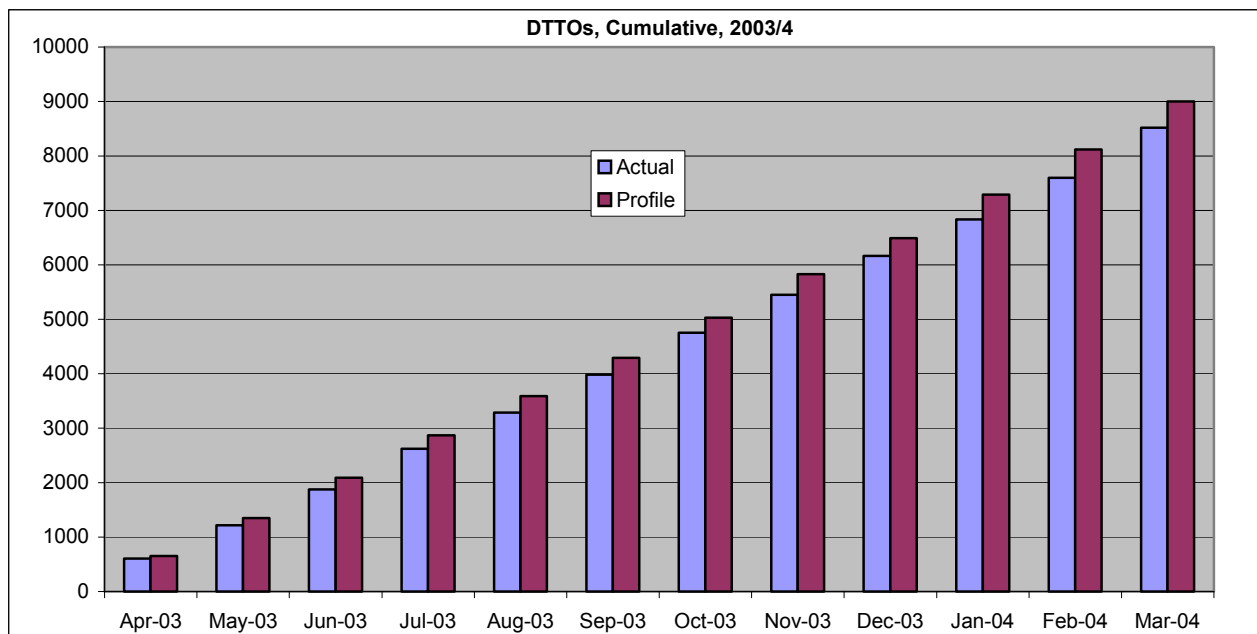
Contact for enquiries

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1. DTTO Commencements – April 2003 to March 2004

	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
Actual	607	1216	1875	2623	3288	3983	4757	5452	6163	6836	7599	8519
Profile	650	1350	2090	2870	3590	4290	5030	5830	6490	7290	8120	9000
Percent	93%	90%	90%	91%	92%	93%	95%	94%	95%	94%	94%	95%



Year	Target	Commencements	Percent of target
2001/02	6,000	4,842	81%
2002/03	6,000	6,140	102%
2003/04	9,000	8,519	95%

The area breakdown shows that:

- The East Midlands and West Midlands Regions and Wales exceeded their regional profiled targets.
- 18 individual areas exceeded their profiled target.
- 10 individual areas were below 90% of their profile target

Several areas exceeded their targets very positively:

- Cambridgeshire (139%)
- Lincolnshire (124%)
- South Wales (120%)
- Nottinghamshire (119%)

The most serious under achievers were:

- Essex (61%)
- Cheshire (70%)
- Northumbria (74%)
- Gloucestershire (77%)

London achieved the lowest “regional” result (83%) and if it is excluded from the data, the NPS achieved 97% of its target.

DTTOs Commenced April 2003 - March 2004

<i>Region</i>	<i>Area name</i>	<i>Annual Target</i>	<i>Starts</i>	<i>Target Achieved</i>	<i>Performance</i>
West Midlands	Staffordshire	171	158	92%	Near miss
	Warwickshire	67	62	93%	Near miss
	West Mercia	164	185	113%	Above
	West Midlands	588	588	100%	Above
	Regional Sub Total	990	993	100%	
North East	County Durham	124	119	96%	Near miss
	Northumbria	312	232	74%	Below
	Teesside	142	152	107%	Above
	Regional Sub Total	578	503	87%	
East	Bedfordshire	86	97	113%	Above
	Cambridgeshire	99	137	139%	Above
	Essex	212	130	61%	Below
	Hertfordshire	114	101	89%	Below
	Norfolk	119	118	99%	Near miss
	Suffolk	88	87	98%	Near miss
	Regional Sub Total	718	670	93%	
North West	Cheshire	162	113	70%	Below
	Cumbria	84	72	86%	Below
	Greater Manchester	567	541	95%	Near miss
	Lancashire	275	243	88%	Below
	Merseyside	337	283	84%	Below
	Regional Sub Total	1424	1252	88%	
East Midlands	Derbyshire	156	159	102%	Above
	Leicestershire & Rutland	157	169	108%	Above
	Lincolnshire	96	119	124%	Above
	Northamptonshire	96	102	107%	Above
	Nottinghamshire	205	243	119%	Above
	Regional Sub Total	709	792	112%	
Yorkshire & Humberside	Humberside	178	199	112%	Above
	North Yorkshire	100	92	92%	Near miss
	South Yorkshire	282	267	95%	Near miss
	West Yorkshire	457	450	98%	Near miss
	Regional Sub Total	1018	1008	99%	
South East	Hampshire	255	231	90%	Near miss
	Kent	229	206	90%	Near miss
	Surrey	91	99	109%	Above
	Sussex	186	201	108%	Above
	Thames Valley	245	246	100%	Above
	Regional Sub Total	1006	983	98%	
South West	Avon & Somerset	213	168	79%	Below
	Devon/Cornwall	223	205	92%	Near miss
	Dorset	89	94	106%	Above
	Gloucestershire	75	58	77%	Below
	Wiltshire	82	93	113%	Above
	Regional Sub Total	683	618	90%	
London	London Sub Total	1305	1084	83%	Below
Wales	Dyfed/Powys	80	75	94%	Near miss
	Gwent	120	124	104%	Above
	North Wales	112	108	96%	Near miss
	South Wales	257	309	120%	Above
	Regional Sub Total	569	616	108%	
	ENGLAND & WALES	9000	8519	95%	

2. Enforcement – April 2003 to March 2004

The Home Office Delivery plan target (and SDA target) is that the National Probation Service takes enforcement action in accordance with the National Standard in 90% of cases where the offender has breached his/her order. To fully meet the standard, three things must be achieved:

- breach action taken after a second absence assessed as unacceptable
- the court contacted for a hearing date
- all of this achieved within 10 days.

National Standards monitoring on enforcement uses a sample of cases commenced six months previously so the sample for the reporting period April 2003 to March 2004 will contain cases that commenced between October 2002 and September 2003.

There has been a steady improvement in performance since April 2001.

Period	Breached within 10 days in accordance with National Standards	All cases breached
2001/02	53%	69%
2002/03	64%	77%
2003/04	77%	87%

The overall performance on enforcement has improved considerably:

- The percentage of orders/licences breached within 10 days has risen from 72% in the month of April 2003 to 84% in March 2004.
- If London is excluded from the data, the other areas achieved an enforcement rate of 88% in March 2004.

The detailed data shows that:

- 13 areas exceeded the national target of 90% for breaches within 10 days.
- A further 16 areas were above 80% for breaches within 10 days.

The most serious under achievers were:

- London (39%)
- Hertfordshire (55%)
- Thames Valley (64%)
- Nottinghamshire (69%)
- Gloucestershire (71%)

Compliance for 2003/4 has remained at 62% (based on the proportion of cases where there were no 2nd (or 3rd for licences) unacceptable failures. The 2004/05 target on this basis is 70% compliance – a target which currently only 4 areas (County Durham, 81%; Cumbria, 74%; Dyfed/Powys, 74%; Cambridgeshire, 71%) are exceeding. A more sophisticated measure will be used from April 2004 to take account of the number of appointments offered and kept. This should provide a better indication of the context for an area's enforcement figures.

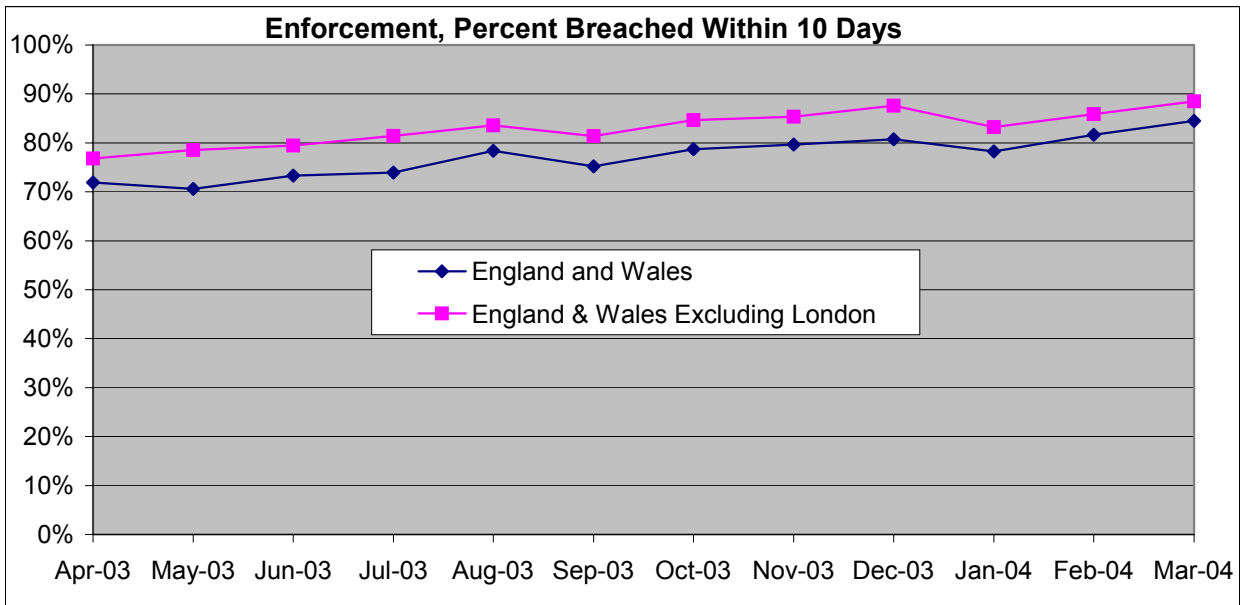
Enforcement by Month

England and Wales April 2003 - March 2004

Order / Licence	Breached within 10 days	Breached	Compliance
Apr-03	72%	82%	63%
May-03	71%	81%	62%
Jun-03	73%	85%	61%
Jul-03	74%	85%	64%
Aug-03	78%	88%	62%
Sep-03	75%	88%	61%
Oct-03	79%	90%	63%
Nov-03	80%	89%	61%
Dec-03	81%	90%	62%
Jan-04	78%	89%	62%
Feb-04	82%	91%	65%
Mar-04	84%	92%	62%
Total	77%	87%	62%

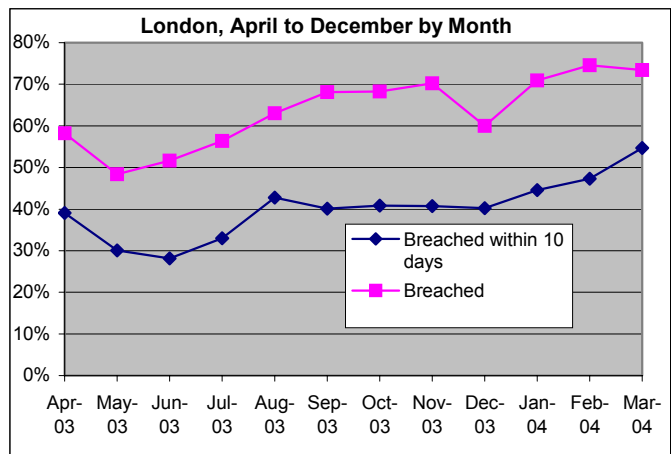
England & Wales Excluding London April 2003 - March 2004

Order / Licence	Breached within 10 days	Breached	Compliance
Apr-03	77%	86%	64%
May-03	79%	87%	63%
Jun-03	79%	89%	62%
Jul-03	81%	91%	66%
Aug-03	84%	92%	63%
Sep-03	81%	92%	63%
Oct-03	85%	93%	64%
Nov-03	85%	91%	62%
Dec-03	88%	95%	64%
Jan-04	83%	92%	63%
Feb-04	86%	93%	65%
Mar-04	88%	95%	63%
Total	83%	91%	63%



London April 2003 - March 2004

Order / Licence	Breached within 10 days	Breached	Compliance
Apr-03	39%	58%	55%
May-03	30%	48%	51%
Jun-03	28%	52%	55%
Jul-03	33%	56%	49%
Aug-03	43%	63%	52%
Sep-03	40%	68%	47%
Oct-03	41%	68%	55%
Nov-03	41%	70%	54%
Dec-03	40%	60%	51%
Jan-04	45%	71%	57%
Feb-04	47%	75%	63%
Mar-04	55%	73%	49%
Total	39%	63%	53%

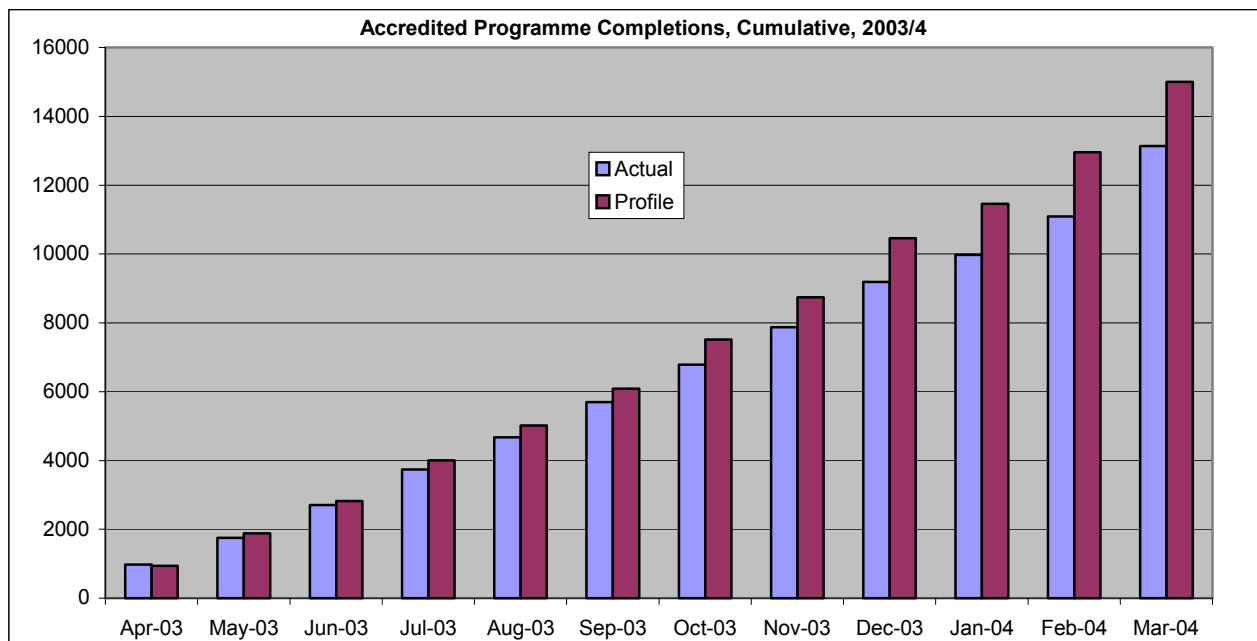


Enforcement April 2003 - March 2004

Area name	Proportion breached within 10 days	Proportion breached whether or not within 10 days	Compliance
Staffordshire	77%	83%	67%
Warwickshire	83%	90%	62%
West Mercia	83%	88%	67%
West Midlands	73%	85%	61%
Regional Sub Total	77%	86%	63%
County Durham	93%	99%	81%
Northumbria	81%	92%	66%
Teesside	90%	94%	68%
Regional Sub Total	85%	93%	69%
Bedfordshire	79%	95%	63%
Cambridgeshire	87%	92%	71%
Essex	78%	89%	66%
Hertfordshire	55%	65%	66%
Norfolk	84%	97%	62%
Suffolk	79%	89%	56%
Regional Sub Total	77%	88%	64%
Cheshire	86%	89%	67%
Cumbria	85%	95%	74%
Greater Manchester	92%	96%	66%
Lancashire	86%	92%	66%
Merseyside	81%	88%	68%
Regional Sub Total	88%	93%	67%
Derbyshire	95%	99%	59%
Leicestershire & Rutland	93%	97%	65%
Lincolnshire	90%	94%	60%
Northamptonshire	90%	97%	62%
Nottinghamshire	69%	87%	62%
Regional Sub Total	85%	94%	62%
Humberside	91%	96%	54%
North Yorkshire	88%	95%	64%
South Yorkshire	87%	92%	55%
West Yorkshire	90%	93%	58%
Regional Sub Total	89%	93%	57%
Hampshire	81%	92%	68%
Kent	72%	85%	62%
Surrey	91%	95%	66%
Sussex	89%	95%	61%
Thames Valley	64%	85%	59%
Regional Sub Total	77%	90%	63%
Avon & Somerset	76%	90%	55%
Devon/Cornwall	76%	91%	61%
Dorset	90%	95%	66%
Gloucestershire	71%	88%	69%
Wiltshire	81%	95%	61%
Regional Sub Total	78%	92%	61%
London Sub Total	39%	63%	53%
Dyfed/Powys	93%	97%	74%
Gwent	86%	93%	66%
North Wales	92%	94%	60%
South Wales	83%	89%	63%
Regional Sub Total	87%	92%	65%
ENGLAND & WALES	77%	87%	62%

3. Accredited Programmes - April 2003 to March 2004

	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
Actual	978	1759	2706	3737	4675	5693	6785	7873	9188	9972	11087	13136
Profile	943	1886	2829	4001	5019	6091	7514	8738	10457	11452	12959	15000
Percent	104%	93%	96%	93%	93%	93%	90%	90%	88%	87%	86%	88%



Year	Target	Completions	Completion rate
2001/02	6,267	3,431	55%
2002/03	12,000	7,716	64%
2003/04	15,000	13,136	88%

The detailed data shows that:

- The North East region exceeded its regional profiled target
- 20 individual areas exceeded their profiled target
- 7 further areas exceeded 90% of their profiled target

The best performing areas were:

- Warwickshire (124%)
- Bedfordshire (122%)
- Hertfordshire (120%)
- Leicestershire & Rutland (119%)
- Lincolnshire (117%)

The most serious under achievers were:

- West Midlands (51%)
- South Yorkshire (58%)
- Kent (61%)
- London (67%)
- West Mercia (69%)

The impact of three larger under achieving metropolitan areas – London, South Yorkshire and West Midlands, pulls down the performance of the whole NPS on this key target. If they are excluded from the data the national performance improves to 95%.

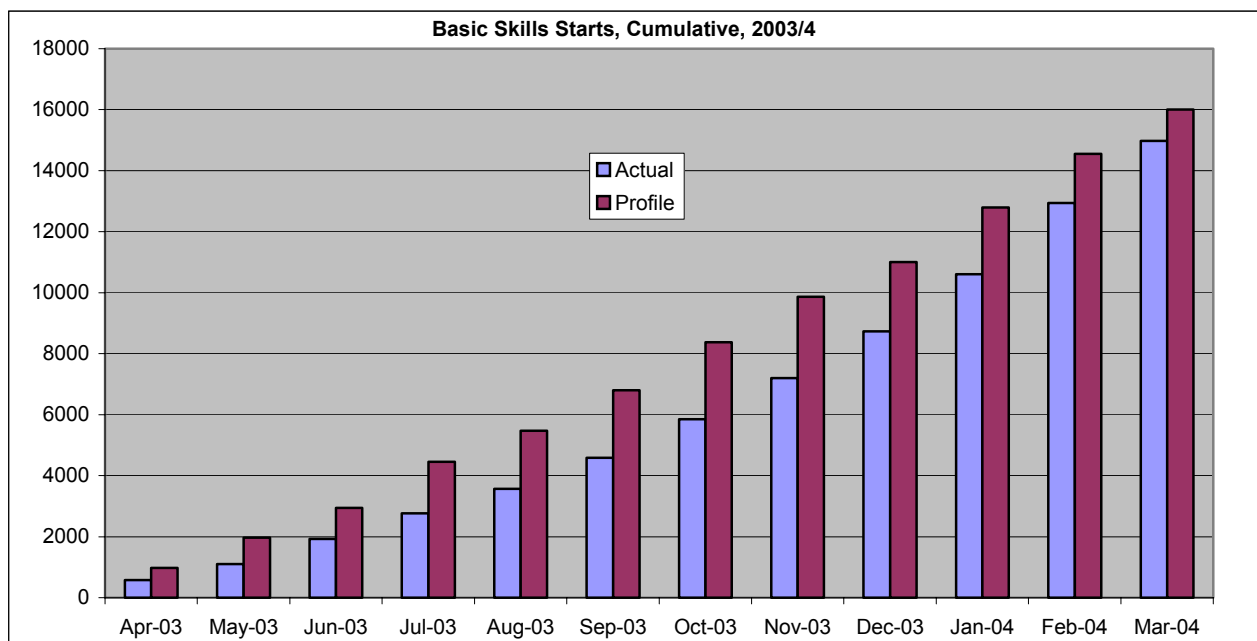
Accredited Programmes Completions April 2003 - March 2004

<i>Region</i>	<i>Area name</i>	<i>Profiled completion target</i>	<i>Referrals</i>	<i>Orders / Licences made</i>	<i>Actual completions achieved</i>	<i>Percent of completion target</i>	<i>Performance</i>
West Midlands	Staffordshire	292	575	552	268	92%	Near miss
	Warwickshire	114	314	186	141	124%	Above
	West Mercia	279	647	580	192	69%	Below
	West Midlands	1004	1890	1841	512	51%	Below
	Regional Sub Total	1689	3426	3159	1113	66%	
North East	County Durham	212	499	426	216	102%	Above
	Northumbria	533	1389	1022	573	108%	Above
	Teesside	241	721	438	273	113%	Above
	Regional Sub Total	986	2609	1886	1062	108%	
East	Bedfordshire	147	231	198	180	122%	Above
	Cambridgeshire	169	493	343	118	70%	Below
	Essex	361	1224	782	334	93%	Near miss
	Hertfordshire	195	526	245	233	120%	Above
	Norfolk	203	525	355	178	88%	Below
	Suffolk	150	386	283	109	72%	Below
	Regional Sub Total	1225	3385	2206	1152	94%	
North West	Cheshire	275	1138	491	285	104%	Above
	Cumbria	143	669	504	144	101%	Above
	Greater Manchester	966	3630	2451	1102	114%	Above
	Lancashire	470	1581	1319	372	79%	Below
	Merseyside	574	1259	1042	477	83%	Below
	Regional Sub Total	2427	8277	5807	2380	98%	
East Midlands	Derbyshire	266	857	549	226	85%	Below
	Leicestershire & Rutland	269	1101	741	318	118%	Above
	Lincolnshire	164	887	874	192	117%	Above
	Northamptonshire	163	504	465	186	114%	Above
	Nottinghamshire	350	823	985	277	79%	Below
	Regional Sub Total	1211	4172	3614	1199	99%	
Yorkshire & Humberside	Humberside	302	1435	1138	312	103%	Above
	North Yorkshire	172	378	310	183	106%	Above
	South Yorkshire	480	1775	1255	280	58%	Below
	West Yorkshire	780	3554	2946	831	107%	Above
	Regional Sub Total	1735	7142	5649	1606	93%	
South East	Hampshire	436	1033	791	308	71%	Below
	Kent	390	697	484	239	61%	Below
	Surrey	155	367	270	167	108%	Above
	Sussex	318	798	689	289	91%	Near miss
	Thames Valley	418	1024	931	453	108%	Above
	Regional Sub Total	1716	3919	3165	1456	85%	
South West	Avon & Somerset	364	1246	1492	351	96%	Near miss
	Devon/Cornwall	381	1035	940	366	96%	Near miss
	Dorset	152	518	384	159	105%	Above
	Gloucestershire	129	285	399	130	101%	Above
	Wiltshire	141	202	165	155	110%	Above
	Regional Sub Total	1167	3286	3380	1161	100%	
London	London Sub Total	1875	3306	4275	1249	67%	Below
Wales	Dyfed/Powys	135	327	327	123	91%	Near miss
	Gwent	204	544	524	143	70%	Below
	North Wales	192	648	25	173	90%	Near miss
	South Wales	439	1784	1253	319	73%	Below
	Regional Sub Total	970	3303	2129	758	78%	
ENGLAND & WALES		15000	42825	35270	13136	88%	

4. Basic Skills, April 2003 – March 2004

Basic Skills Starts

	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
Actual	578	1102	1927	2765	3565	4586	5853	7198	8736	10606	12942	14971
Profile	980	1960	2940	4455	5470	6795	8370	9860	11010	12800	14550	16000
Percent	59%	56%	66%	62%	65%	67%	70%	73%	79%	83%	89%	94%



Despite a 167% increase in the target since 2002/3, the 2003/4 target was just missed.

Year	Target	Commencements	Percent of target
2002/03	6,000	5,983	100%
2003/04	16,000	14,971	94%

The area breakdown shows that:

- 22 areas exceeded their target
- A further 6 areas achieved over 90% of their target

The best performing areas were:

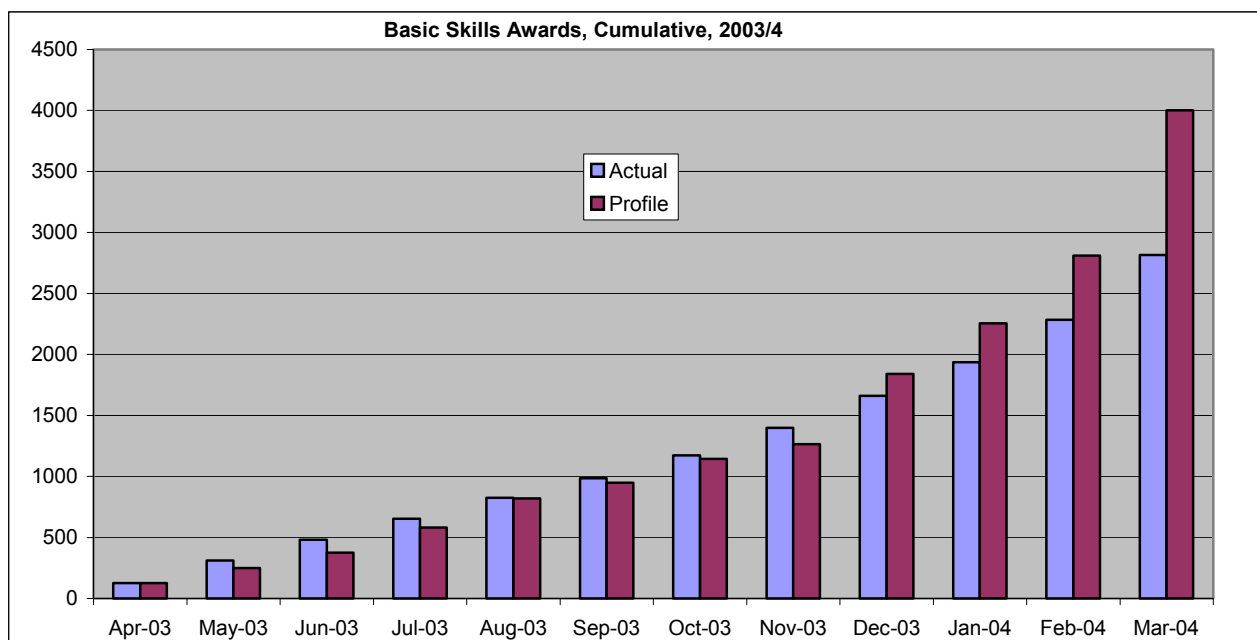
- Humberside (355%)
- Lincolnshire (187%)
- Wiltshire (162%)
- Gwent (148%)
- Northumbria (145%)

The most serious under achievers were:

- London (27%)
- Suffolk (31%)
- West Mercia (41%)
- Cambridgeshire (46%)
- Hertfordshire (50%)

Basic Skills Awards

	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
Actual	125	310	482	652	825	986	1173	1400	1662	1937	2283	2815
Profile	125	250	375	580	820	950	1145	1265	1840	2255	2810	4000
Percent	100%	124%	129%	112%	101%	104%	102%	111%	90%	86%	81%	70%



A 300% increase on the 2002/3 target to 4,000 awards in 2004/5 proved very challenging.

Year	Target	Commencements	Percent of target
2002/03	1,000	848	85%
2003/04	4,000	2,815	70%

However, the area breakdown shows large variations with a number of areas exceeding their target, some quite substantially. In total:

- 17 areas exceeded their target
- A further 2 areas achieved over 90% of their target

The best performing areas were:

- Lincolnshire (154%)
- Merseyside (151%)
- Dorset (134%)
- North Wales (132%)
- Sussex (129%)

The most serious under achievers were:

- Avon & Somerset (0%)
- Devon & Cornwall (4%)
- Hertfordshire (6%)
- Cambridgeshire (11%)
- Leicestershire & Rutland (14%)

Basic Skills, April 2003 - March 2004

Region	Area	Starts	Profiled Starts Target	% Profiled Target Achieved	Performance against starts	Awards	Profiled Awards Target	% Profiled Target Achieved	Performance against awards
West Midlands	Staffordshire	161	314	51%	Below	41	79	52%	Below
	Warwickshire	122	122	100%	Above	16	31	52%	Below
	West Mercia	122	301	41%	Below	32	75	43%	Below
	West Midlands	969	1082	90%	Near miss	120	270	44%	Below
Regional Sub Total		1374	1819	76%		209	455	46%	
North East	County Durham	236	228	103%	Above	59	57	103%	Above
	Northumbria	832	574	145%	Above	171	143	119%	Above
	Teesside	367	260	141%	Above	46	65	71%	Below
	Regional Sub Total	1435	1062	135%		276	265	104%	
East	Bedfordshire	108	159	68%	Below	21	40	53%	Below
	Cambridgeshire	83	182	46%	Below	5	45	11%	Below
	Essex	246	389	63%	Below	40	97	41%	Below
	Hertfordshire	104	210	50%	Below	3	53	6%	Below
	Norfolk	219	218	100%	Above	57	55	104%	Above
	Suffolk	51	162	31%	Below	12	41	30%	Below
Regional Sub Total		811	1320	61%		138	330	42%	
North West	Cheshire	286	296	97%	Near miss	79	74	107%	Above
	Cumbria	204	154	133%	Above	37	38	96%	Near miss
	Greater Manchester	1085	1040	104%	Above	224	260	86%	Below
	Lancashire	576	506	114%	Above	29	127	23%	Below
	Merseyside	762	619	123%	Above	234	155	151%	Above
	Regional Sub Total	2913	2615	111%		603	654	92%	
East Midlands	Derbyshire	205	286	72%	Below	33	72	46%	Below
	Leicestershire & Rutland	353	289	122%	Above	10	72	14%	Below
	Lincolnshire	331	177	187%	Above	68	44	154%	Above
	Northamptonshire	165	175	94%	Near miss	18	44	41%	Below
	Nottinghamshire	459	377	122%	Above	105	94	111%	Above
	Regional Sub Total	1513	1305	116%		234	326	72%	
Yorkshire & Humberside	Humberside	1157	326	355%	Above	98	81	120%	Above
	North Yorkshire	237	185	128%	Above	54	46	117%	Above
	South Yorkshire	535	518	103%	Above	110	129	85%	Below
	West Yorkshire	1026	840	122%	Above	215	210	102%	Above
	Regional Sub Total	2955	1869	158%		477	467	102%	
South East	Hampshire	460	470	98%	Near miss	67	117	57%	Below
	Kent	237	420	56%	Below	109	105	104%	Above
	Surrey	154	167	92%	Near miss	32	42	77%	Below
	Sussex	396	342	116%	Above	110	86	129%	Above
	Thames Valley	377	450	84%	Below	35	112	31%	Below
	Regional Sub Total	1624	1849	88%		353	462	76%	
South West	Avon & Somerset	346	392	88%	Below	0	98	0%	Below
	Devon/Cornwall	246	410	60%	Below	4	103	4%	Below
	Dorset	212	164	129%	Above	55	41	134%	Above
	Gloucestershire	136	139	98%	Near miss	38	35	109%	Above
	Wiltshire	246	152	162%	Above	36	38	95%	Near miss
	Regional Sub Total	1186	1257	94%		133	314	42%	
London	London Sub Total	641	2398	27%	Below	248	599	41%	Below
Wales	Dyfed/Powys	94	70	134%	Above	15	18	83%	Below
	Gwent	157	106	148%	Above	34	27	126%	Above
	North Wales	131	100	131%	Above	33	25	132%	Above
	South Wales	137	229	60%	Below	62	57	109%	Above
	Regional Sub Total	519	505	103%		144	127	113%	
ENGLAND & WALES		14971	16000	94%		2815	4000	70%	

5. Enhanced Community Punishment (ECP)

ECP monitoring was introduced in October 2003 with a target of 25,000 commencements to be achieved by the end of March 2004. The target was exceeded:

Year	Target	Commencements	Percent of target
2003/04	25,000	34,681	139%

Furthermore, the are breakdown shows:

- 37 areas exceeded their target
- Only 5 areas fell short of their target

The best performing areas were:

- Hampshire (214%)
- West Mercia (211%)
- Leicestershire & Rutland (208%)
- Staffordshire (201%)
- Kent (194%)

The most serious under achievers were:

- Greater Manchester (39%)
- Devon & Cornwall (62%)
- West Midlands (74%)
- Thames Valley (77%)
- Avon & Somerset (86%)

ECP Commencements 2003/04

<i>Region</i>	<i>Area name</i>	<i>Starts</i>	<i>Annual Target</i>	<i>Target Achieved</i>	<i>Performance</i>
West Midlands	Staffordshire	802	400	201%	Above
	Warwickshire	294	198	148%	Above
	West Mercia	760	360	211%	Above
	West Midlands	1151	1555	74%	Below
	Regional Sub-Total	3007	2513	120%	
North East	County Durham	558	310	180%	Above
	Northumbria	1023	633	162%	Above
	Teesside	519	295	176%	Above
	Regional Sub-Total	2100	1238	170%	
East	Bedfordshire	418	255	164%	Above
	Cambridgeshire	492	295	167%	Above
	Essex	802	645	124%	Above
	Hertfordshire	551	343	161%	Above
	Norfolk	610	420	145%	Above
	Suffolk	428	265	162%	Above
	Regional Sub-Total	3301	2223	148%	
North West	Cheshire	592	445	133%	Above
	Cumbria	496	275	180%	Above
	Greater Manchester	661	1838	36%	Below
	Lancashire	1169	633	185%	Above
	Merseyside	1040	888	117%	Above
	Regional Sub-Total	3958	4079	97%	
East Midlands	Derbyshire	767	505	152%	Above
	Leicestershire & Rutland	1158	558	208%	Above
	Lincolnshire	398	260	153%	Above
	Northamptonshire	421	228	185%	Above
	Nottinghamshire	957	618	155%	Above
	Regional Sub-Total	3701	2169	171%	
Yorkshire & Humberside	Humberside	755	418	181%	Above
	North Yorkshire	653	350	187%	Above
	South Yorkshire	1279	925	138%	Above
	West Yorkshire	2391	1430	167%	Above
	Regional Sub-Total	5078	3123	163%	
South East	Hampshire	1837	860	214%	Above
	Kent	1467	758	194%	Above
	Surrey	541	313	173%	Above
	Sussex	876	503	174%	Above
	Thames Valley	652	848	77%	Below
	Regional Sub-Total	5373	3282	164%	
South West	Avon & Somerset	530	618	86%	Below
	Devon/Cornwall	337	540	62%	Below
	Dorset	332	260	128%	Above
	Gloucestershire	247	213	116%	Above
	Wiltshire	339	243	140%	Above
	Regional Sub-Total	1785	1874	95%	
London	Regional Sub-Total	3999	2983	134%	Above
Wales	Dyfed/Powys	285	208	137%	Above
	Gwent	475	318	149%	Above
	North Wales	558	353	158%	Above
	South Wales	1026	648	158%	Above
	Regional Sub-Total	2344	1527	154%	
England & Wales Total		34681	25000	139%	

6. Home Secretary's Race Equality Targets – Monitoring at March 2003

At the end of December 2000, 9.8% of probation staff were from minority ethnic backgrounds (see regional breakdown below) compared with a target of 8.4% set for 2009. Probation Statistics published for the year ending March 2003 (the latest available) show that overall the representation of minority ethnic groups in NPS staff for England and Wales, was 11.3% against 9% in the Labour Force Survey 2001 (LFS).

All of the regional targets have already been met across the NPS with some significant improvements since 2000. Some additional achievements have been made:

- The first minority ethnic chief officer was appointed in 2001.
- There are 6 minority ethnic board chairs. (None of the previous 54 committee chairs were.)
- There are presently 84 minority ethnic board members (there were only a handful previously on probation committees).
- There are particularly encouraging trends in specific probation areas. Bedfordshire, Greater Manchester, Leicestershire & Rutland, London, Merseyside, Nottinghamshire, South Yorkshire, Warwickshire, West Midlands & West Yorkshire all indicate that over 10% of their staff are from minority ethnic groups. As these are local areas with significant clusters of people from minority ethnic communities, it reflects a Service that is increasingly representative of the communities it seeks to serve.
- ACO/Area Manager grades have seen a small rise from 13 at the end of 2001 to 15 at the end of March 2003. A scheme to provide for development needs such as mentoring and coaching is being implemented to identify and develop talented minority ethnic staff.
- 9.2% of senior probation officers (middle managers) are from ethnic minorities. This has increased from 8.6% in 2001 and exceeds the March 2009 target of 6.5%.
- Overall the March 2003 figures show the proportion minority ethnic main grade probation officers at 12.1%.
- Each of the 42 probation boards published a Race Equality Scheme by 31st May 2002. The Actions Plans within each of these Schemes will help to ensure that the NPS, as an organisation, fulfils its duties under the Race Relations (Amendment) Act 2000 and promotes race equality and equality of opportunity for all staff.
- Implementation of race and ethnic monitoring according to the Census 2001 16+1 categorisation.
- More focussed approaches to work with racially motivated offenders are being developed. Interventions are being tailored to minority ethnic offenders and community safety work with minority ethnic groups is being reviewed.

The table below shows performance against regional targets as at December 2000 and March 2003 along with the 2009 targets.

Region	Target set	2000 Achieved	2003 Achieved	Above/Below Target
West Midlands	11.6	13.3	18.0	Above
North East	1.4	1.7	4.0	Above
East	4.9	4.9	6.1	Above
North West	5.4	6.1	8.4	Above
East Midlands	7.2	8.6	10.2	Above
Yorks & Humber	5.1	8.4	9.7	Above
South East	3.6	4	5.0	Above
South West	2.6	3.3	3.6	Above
London	26.5	30.2	26.6	Above
Wales	1.7	2.3	3.9	Above
England & Wales	8.4	9.8	11.3	Above

7. Sickness Absence April 2003 - March 2004

Since 1st July 2001, local areas have been required to monitor sickness absence using a standard format and provide quarterly monitoring returns to the NPD. Reporting was increased to monthly in July 2002.

The target for 2002-03 was 10 days or fewer sickness absences per employee. This was reduced to an average of 9 days per employee for 2003-04.

Many areas already have good systems for monitoring and managing absence and such good practice is being shared across the national HR network.

This includes:

- A 'Case Management' approach to tackling long term absence.
- Monthly statistical feedback to line managers.
- Return to work interviews.
- Probation Board reports.
- Automatic referral to occupational health.
- Healthy Roadshows.
- Stress counselling/health care services.
- Constant chasing.

The national headline figure for 2003/04 is 12.3 days, up from 11.9 in 2002/03. The average number of days' absence per employee is split by long and short-term sickness to highlight the variation in performance between areas.

Only 4 areas are currently achieving the new target by having fewer than 9 days sickness per employee per year, with a further area achieving the old target by having fewer than 10 days.

The best performing areas were:

- Lincolnshire (8.0 days)
- Surrey (8.4 days)
- North Yorkshire (8.6 days)
- Derbyshire (8.9 days)
- West Mercia (9.4 days)

The most serious under achievers were:

- Gwent (17.8 days)
- Cumbria (17.1 days)
- Wiltshire (15.6 days)
- Merseyside (14.9 days)
- London (14.6 days)

Details of area and regional performance are shown on the next page.

Sickness Absence, April 2003 - March 2004

Region	Area	Short term sickness	Long term sickness	DDA - related sickness	Total days lost	Total staff years	Ave days Short term	Ave days Long term	Ave days DDA - related	Average days absence	Performance (target = 9 days)
West Midlands	Staffordshire	2232	1979	16	4227	386	5.8	5.1	0.0	11.0	Above
	Warwickshire	779	1006	72	1857	176	4.4	5.7	0.4	10.5	Above
West Midlands	West Mercia	1716	1453	161	3330	354	4.9	4.1	0.5	9.4	Near miss
	West Midlands	9398	7645	0	17043	1198	7.8	6.4	0.0	14.2	Above
	Regional Sub Total	14125	12083	249	26457	2114	6.7	5.7	0.1	12.5	
	North East	County Durham	1074	1630	31	2736	256	4.2	6.4	0.1	10.7
North East	Northumbria	3557	3911	83	7550	616	5.8	6.3	0.1	12.2	Above
	Teesside	2027	1369	318	3714	310	6.5	4.4	1.0	12.0	Above
	Regional Sub Total	6658	6910	432	14000	1183	5.6	5.8	0.4	11.8	
East	Bedfordshire	1336	1426	0	2762	232	5.8	6.1	0.0	11.9	Above
	Cambridgeshire	1058	924	422	2404	204	5.2	4.5	2.1	11.8	Above
	Essex	2935	1813	0	4748	393	7.5	4.6	0.0	12.1	Above
	Hertfordshire	1341	668	191	2200	205	6.5	3.3	0.9	10.7	Above
	Norfolk	1658	883	138	2679	243	6.8	3.6	0.6	11.0	Above
	Suffolk	1433	936	52	2420	207	6.9	4.5	0.3	11.7	Above
	Regional Sub Total	9760	6650	803	17212	1484	6.6	4.5	0.5	11.6	
North West	Cheshire	1505	2446	339	4291	345	4.4	7.1	1.0	12.4	Above
	Cumbria	1048	1280	313	2641	155	6.8	8.3	2.0	17.1	Above
	Greater Manchester	6608	7958	0	14566	1156	5.7	6.9	0.0	12.6	Above
	Lancashire	3831	3273	212	7316	594	6.4	5.5	0.4	12.3	Above
	Merseyside	3716	6427	647	10791	725	5.1	8.9	0.9	14.9	Above
	Regional Sub Total	16709	21385	1512	39605	2974	5.6	7.2	0.5	13.3	
East Midlands	Derbyshire	1835	991	41	2867	323	5.7	3.1	0.1	8.9	Below
	Leicestershire & Rutland	2883	1751	114	4748	437	6.6	4.0	0.3	10.9	Above
	Lincolnshire	1312	286	43	1641	206	6.4	1.4	0.2	8.0	Below
	Northamptonshire	8411	10037	18	18465	1826	4.6	5.5	0.0	10.1	Above
	Nottinghamshire	2748	4085	370	7203	514	5.3	7.9	0.7	14.0	Above
Regional Sub Total	17189	17150	586	34924	3306	5.2	5.2	0.2	10.6		
Yorkshire & Humberside	Humberside	2420	2283	252	4954	412	5.9	5.5	0.6	12.0	Above
	North Yorkshire	989	886	0	1874	218	4.5	4.1	0.0	8.6	Below
	South Yorkshire	3751	3924	976	8651	655	5.7	6.0	1.5	13.2	Above
	West Yorkshire	5896	5993	0	11889	1163	5.1	5.2	0.0	10.2	Above
Regional Sub Total	13056	13085	1228	27369	2448	5.3	5.3	0.5	11.2		
South East	Hampshire *	2130	968	461	3559	347	6.1	2.8	1.3	10.3	Above
	Kent	2127	3954	3	6084	446	4.8	8.9	0.0	13.6	Above
	Surrey	1115	805	9	1929	230	4.8	3.5	0.0	8.4	Below
	Sussex	2028	1828	94	3950	309	6.6	5.9	0.3	12.8	Above
	Thames Valley	3382	2384	0	5766	569	5.9	4.2	0.0	10.1	Above
Regional Sub Total	10782	9939	567	21288	1901	5.7	5.2	0.3	11.2		
South West	Avon & Somerset	3573	3775	20	7368	507	7.0	7.4	0.0	14.5	Above
	Devon & Cornwall	2055	2824	0	4879	442	4.6	6.4	0.0	11.0	Above
	Dorset	1146	1210	285	2641	184	6.2	6.6	1.6	14.4	Above
	Gloucestershire	828	732	22	1582	152	5.4	4.8	0.1	10.4	Above
	Wiltshire	695	1298	174	2167	139	5.0	9.4	1.3	15.6	Above
	Regional Sub Total	8297	9837	501	18636	1424	5.8	6.9	0.4	13.1	
London	London Sub Total	22822	10767	658	34247	2342	9.7	4.6	0.3	14.6	Above
Wales	Dyfed-Powys	864	889	88	1841	143	6.0	6.2	0.6	12.9	Above
	Gwent	1912	2093	0	4005	225	8.5	9.3	0.0	17.8	Above
	North Wales	1159	1801	0	2959	221	5.2	8.1	0.0	13.4	Above
	South Wales	2855	4290	20	7164	525	5.4	8.2	0.0	13.6	Above
	Regional Sub Total	6789	9072	108	15969	1114	6.1	8.1	0.1	14.3	
ENGLAND & WALES		126187	116878	6643	249708	20290	6.2	5.8	0.3	12.3	

* Hampshire's data is for April - November 2003

8. Victim Contact – April to December 2003

The New Choreography makes it clear that the National Probation Service delivers services to victims as well as offenders. The development of this area of practice is included under Stretch Objective II, namely “more contact and involvement with the victims of serious sexual and other violent crime”.

Period covered	Number of named victims	Number of victims contacted	Percentage of victims contacted
April-01 to March-02	15,041	9,523	63%
April-02 to March-03	15,904	12,949	81%
Apr-03 to Dec-03	11,392	10,333	91%

The National Standard for victim contact work is that probation areas should offer face-to-face contact between the victim (or family) and a member of the probation service (or agent) within 8 weeks of the offender being sentenced. The NPS target is to make initial contact within that timescale in 85% of all eligible cases. This was exceeded in 2003/04 and between April and December 2003, stands at 91%.

Further analysis of the figures shows that:

- 36 areas met or exceeded the 85% target and are classed as green
- 3 areas made contact within 5% of the target and are amber
- Only 3 areas fell more than 5% short of the target

These areas hit 100%:

- Dorset
- Gwent
- Dyfed-Powys
- Leicestershire & Rutland

The most serious under achievers were:

- Norfolk (65%)
- Kent (73%)
- London (75%)
- West Mercia (80%)

Victim Contact
All Cases, April 2003 - December 2003

Region	Area	Number of named victims	No. contacted within 8 weeks	Target achieved	Performance
West Midlands	Staffordshire	268	262	98%	On or Above
	Warwickshire	117	97	83%	Near miss
	West Mercia	205	163	80%	Near miss
	West Midlands	860	826	96%	On or Above
	West Midlands Total	1450	1348	93%	
North East	Northumbria	307	299	97%	On or Above
	Teesside	262	257	98%	On or Above
	County Durham	71	70	99%	On or Above
	North East Total	640	626	98%	
East	Bedfordshire	191	182	95%	On or Above
	Cambridgeshire	119	110	92%	On or Above
	Essex	189	173	92%	On or Above
	Hertfordshire	138	130	94%	On or Above
	Norfolk	154	100	65%	Below
	Suffolk	63	54	86%	On or Above
	East Total	854	749	88%	
North West	Cheshire	232	219	94%	On or Above
	Cumbria	77	66	86%	On or Above
	Lancashire	403	380	94%	On or Above
	Merseyside	386	373	97%	On or Above
	Greater Manchester	878	797	91%	On or Above
	North West Total	1976	1835	93%	
East Midlands	Derbyshire	343	327	95%	On or Above
	Leicestershire & Rutland	221	220	100%	On or Above
	Lincolnshire	113	108	96%	On or Above
	Northamptonshire	134	133	99%	On or Above
	Nottinghamshire	328	322	98%	On or Above
	East Midlands Total	1139	1110	97%	
Yorkshire & Humberside	Humberside	232	218	94%	On or Above
	North Yorkshire	105	101	96%	On or Above
	South Yorkshire	435	364	84%	Near miss
	West Yorkshire	628	605	96%	On or Above
	Yorkshire & Humberside Total	1400	1288	92%	
South East	Hampshire	286	254	89%	On or Above
	Kent	237	174	73%	Below
	Surrey	67	62	93%	On or Above
	Sussex	279	257	92%	On or Above
	Thames Valley	329	318	97%	On or Above
	South East Total	1198	1065	89%	
South West	Avon & Somerset	282	261	93%	On or Above
	Dorset	71	71	100%	On or Above
	Gloucestershire	89	79	89%	On or Above
	Wiltshire	90	88	98%	On or Above
	Devon/Cornwall	255	244	96%	On or Above
	South West Total	787	743	94%	
	London Total	1413	1061	75%	Below
Wales	Gwent	130	130	100%	On or Above
	North Wales	93	86	92%	On or Above
	South Wales	309	289	94%	On or Above
	Dyfed/Powys	3	3	100%	On or Above
	Wales Total	535	508	95%	
England & Wales Total		11392	10333	91%	

9. Pre-Sentence Reports (PSRs) – Timeliness in Magistrates Courts April 2003 - March 2004

This national standard is monitored as part of Home Office Aim 3. It is to improve the timeliness of the NPS reports (PSRs) to the magistrates' courts. The standard is within 15 working days.

The figures also do not reflect those occasions on which courts adjourn for longer than 15 days i.e., where the court's timetable is satisfied but the National Standard isn't.

In some local areas, discussions with sentencers continue to try to ensure that PSRs are only sought on cases where a community penalty or imprisonment is the likely outcome. Capacity issues are increasingly important in the light of OASys and local workload agreements.

1996-97	55%
1997-98	58%
1998-99	63%
1999-00	68%
2000-01	75%
2001-02	79%
2002-03	78%
2003-04	65%

Performance peaked in 2001/2 when this was a cash performance linked measure and has fallen sharply in the last year. A comparison between 2003/04 and a year previous shows:

Year	No. provided in response to request	No. provided within 15 working days of request	% meeting standard
2002/03	119,875	93,322	78%
2003/04	110,712	72,141	65%

None of the areas achieved the 90% target.

The best performing areas were:

- Humberside(88%)
- Dyfed-Powys (88%)
- Leicestershire & Rutland (87%)
- North Yorkshire (83%)
- Staffordshire (83%)

The most serious under achievers were:

- London (34%)
- Gloucestershire (40%)
- Norfolk (42%)
- North Wales (56%)
- Essex (57%)

Details of area and regional performance are shown on the next page.

PSR Timeliness, April 2003 - March 2004

Region	Area	No. provided in response to request	No. provided within 15 working days of request	% meeting standard	Performance (90% target)
West Midlands	Staffordshire	2398	1981	83%	Near miss
	Warwickshire	811	506	62%	Below
	West Mercia	2109	1359	64%	Below
	West Midlands	0	0	0%	Below
	West Midlands Total	5318	3846	72%	
North East	Northumbria	5098	3999	78%	Below
	Teesside	2364	1905	81%	Near miss
	County Durham	1634	1264	77%	Below
	North East Total	9096	7168	79%	
East	Bedfordshire	1586	984	62%	Below
	Cambridgeshire	1397	1140	82%	Near miss
	Essex	1359	774.5	57%	Below
	Hertfordshire	1640	987	60%	Below
	Norfolk	1730	728	42%	Below
	Suffolk	1348	1054	78%	Below
	East Total	9060	5667.5	63%	
North West	Cheshire	1577	1198	76%	Below
	Cumbria	1057	713	67%	Below
	Lancashire	3157	2221	70%	Below
	Merseyside	1860	1489	80%	Near miss
	Greater Manchester	5647	4453	79%	Below
	North West Total	13298	10074	76%	
East Midlands	Derbyshire	2087	1702	82%	Near miss
	Leicestershire & Rutland	2123	1857	87%	Near miss
	Lincolnshire	1399	1030	74%	Below
	Northamptonshire	1430	1082	76%	Below
	Nottinghamshire	2568	1750	68%	Below
	East Midlands Total	9607	7421	77%	
Yorkshire & Humberside	Humberside	2029	1793	88%	Near miss
	North Yorkshire	1474	1224	83%	Near miss
	South Yorkshire	3436	2677	78%	Below
	West Yorkshire	5255	4126	79%	Below
	Yorkshire & Humberside Total	12194	9820	81%	
South East	Hampshire	3382	2124	63%	Below
	Kent	3061	2274	74%	Below
	Surrey	1264	871	69%	Below
	Sussex	2337	1687	72%	Below
	Thames Valley	3695	2520	68%	Below
South East Total	13739	9476	69%		
South West	Avon & Somerset	2624	1658	63%	Below
	Dorset	879	563	64%	Below
	Gloucestershire	829	328	40%	Below
	Wiltshire	675	514	76%	Below
	Devon/Cornwall	2700	1808	67%	Below
	South West Total	7707	4871	63%	
London	London Total	22887	7858	34%	Below
Wales	Gwent	1654	1343	81%	Near miss
	North Wales	981	547	56%	Below
	South Wales	3997	3014	75%	Below
	Dyfed/Powys	1174	1035	88%	Near miss
	Wales Total	7806	5939	76%	
England & Wales Total		110,712	72,141	65%	

West Midlands have not returned any data in 2003/4

10. Timeliness of Information, April 2003 – March 2004

The target for 2003-04 is for areas to ensure complete and timely information in at least 95% of returns.

The year-end national performance for 2002-03 was 94%. This has continued to improve in 2003-04 to 98% with only one area falling short of the target (by just 1%).

Timeliness of Information Returns, April 2003 - March 2004

<i>Region</i>	<i>Area</i>	<i>Overall timeliness</i>	<i>Performance (95% target)</i>
West Midlands	Staffordshire	97%	Above
	Warwickshire	99%	Above
	West Mercia	99%	Above
	West Midlands	99%	Above
	West Midlands Total	98%	
North East	Northumbria	99%	Above
	Teesside	100%	Above
	County Durham	100%	Above
	North East Total	100%	
East	Bedfordshire	100%	Above
	Cambridgeshire	96%	Above
	Essex	100%	Above
	Hertfordshire	99%	Above
	Norfolk	100%	Above
	Suffolk	100%	Above
	East Total	99%	
North West	Cheshire	99%	Above
	Cumbria	100%	Above
	Lancashire	100%	Above
	Merseyside	96%	Above
	Greater Manchester	98%	Above
	North West Total	99%	
East Midlands	Derbyshire	98%	Above
	Leicestershire & Rutland	100%	Above
	Lincolnshire	100%	Above
	Northamptonshire	99%	Above
	Nottinghamshire	99%	Above
	East Midlands Total	99%	
Yorkshire & Humberside	Humberside	99%	Above
	North Yorkshire	100%	Above
	South Yorkshire	100%	Above
	West Yorkshire	99%	Above
	Yorkshire & Humberside Total	99%	
South East	Hampshire	99%	Above
	Kent	99%	Above
	Surrey	99%	Above
	Sussex	99%	Above
	Thames Valley	97%	Above
	South East Total	99%	
South West	Avon & Somerset	96%	Above
	Dorset	100%	Above
	Gloucestershire	99%	Above
	Wiltshire	100%	Above
	Devon/Cornwall	98%	Above
	South West Total	99%	
London	London Total	94%	Near miss
Wales	Gwent	99%	Above
	North Wales	100%	Above
	South Wales	100%	Above
	Dyfed/Powys	97%	Above
	Wales Total	99%	
England & Wales Total		98%	

Weighted Scorecard 2003/04

The Weighted Scorecard covering April 2003 to March 2004 is shown in Appendix 1. In addition to the table, the information has been presented in two different ways which highlight the variations in performance between areas. The second of these groups areas into bands of performance with London in Band 7, Kent in Band 5 and almost half the areas falling within Bands 1 and 2.

The table shows comparisons between the latest position and that in the previous scorecard and the difference between the positions in 2003/04 and 2002/03. It shows that:

The most improving areas are:

- Wiltshire (Band 2)
- Dorset (Band 2)
- South Wales (Band 2)
- Teesside (Band 2)
- West Yorkshire (Band 1)

The most worsening areas are:

- Cambridgeshire (Band 4)
- Norfolk (Band 4)
- Suffolk (Band 4)
- Derbyshire (Band 2)
- Warwickshire (Band 3)

Weighted Scorecard 2003/04 Year End

Area name	Performance against Target	Performance against Average	Overall Performance	Position 2003/04	Position Apr-Dec 03	Position 2002/03	Difference since last scorecard	Difference since last year
Lincolnshire	42	57	99	1	1	2	0	1
West Yorkshire	15	52	67	2	3	16	1	14
Humberside	20	42	62	3	2	14	-1	11
Leicestershire & Rutland	22	32	53	4	8	11	4	7
Teesside	19	28	47	5	5	22	0	17
Greater Manchester	3	39	41	6	4	10	-2	4
North Yorkshire	14	25	39	7	9	9	2	2
County Durham	12	20	32	8	7	3	-1	-5
Surrey	16	15	31	9	14	6	5	-3
Northamptonshire	16	15	31	10	12	17	2	7
Sussex	5	26	30	11	10	18	-1	7
Dorset	16	14	30	12	11	30	-1	18
Wiltshire	7	19	26	13	23	40	10	27
Nottinghamshire	-10	28	18	14	17	8	3	-6
Dyfed/Powys	2	12	15	15	15	13	0	-2
Northumbria	-11	24	13	16	6	4	-10	-12
South Wales	-14	24	10	17	16	39	-1	22
North Wales	-2	8	6	18	13	28	-5	10
Bedfordshire	2	1	3	19	20	26	1	7
Derbyshire	-2	5	3	20	18	1	-2	-19
Merseyside	-24	9	-15	21	22	32	1	11
Lancashire	-28	8	-20	22	19	20	-3	-2
Thames Valley	-21	0	-21	23	24	34	1	11
Gwent	-15	-10	-25	24	27	37	3	13
Warwickshire	-13	-16	-28	25	25	7	0	-18
Hampshire	-35	1	-34	26	21	31	-5	5
Cheshire	-22	-15	-37	27	26	27	-1	0
Staffordshire	-27	-21	-48	28	28	25	0	-3
Devon & Cornwall	-34	-16	-50	29	35	15	6	-14
South Yorkshire	-41	-10	-51	30	39	24	9	-6
Cambridgeshire	-23	-29	-52	31	29	5	-2	-26
Gloucestershire	-32	-23	-55	32	34	36	2	4
Cumbria	-32	-23	-55	33	33	41	0	8
West Mercia	-37	-20	-57	34	30	21	-4	-13
Norfolk	-37	-29	-66	35	32	12	-3	-23
West Midlands	-51	-21	-72	36	37	38	1	2
Essex	-56	-21	-77	37	31	23	-6	-14
Avon & Somerset	-50	-32	-82	38	41	33	3	-5
Hertfordshire	-45	-39	-84	39	38	29	-1	-10
Suffolk	-52	-46	-97	40	36	19	-4	-21
Kent	-74	-41	-115	41	40	35	-1	-6
London	-119	-92	-211	42	42	42	0	0
Grand Total	-696	0	-696					

Please note:

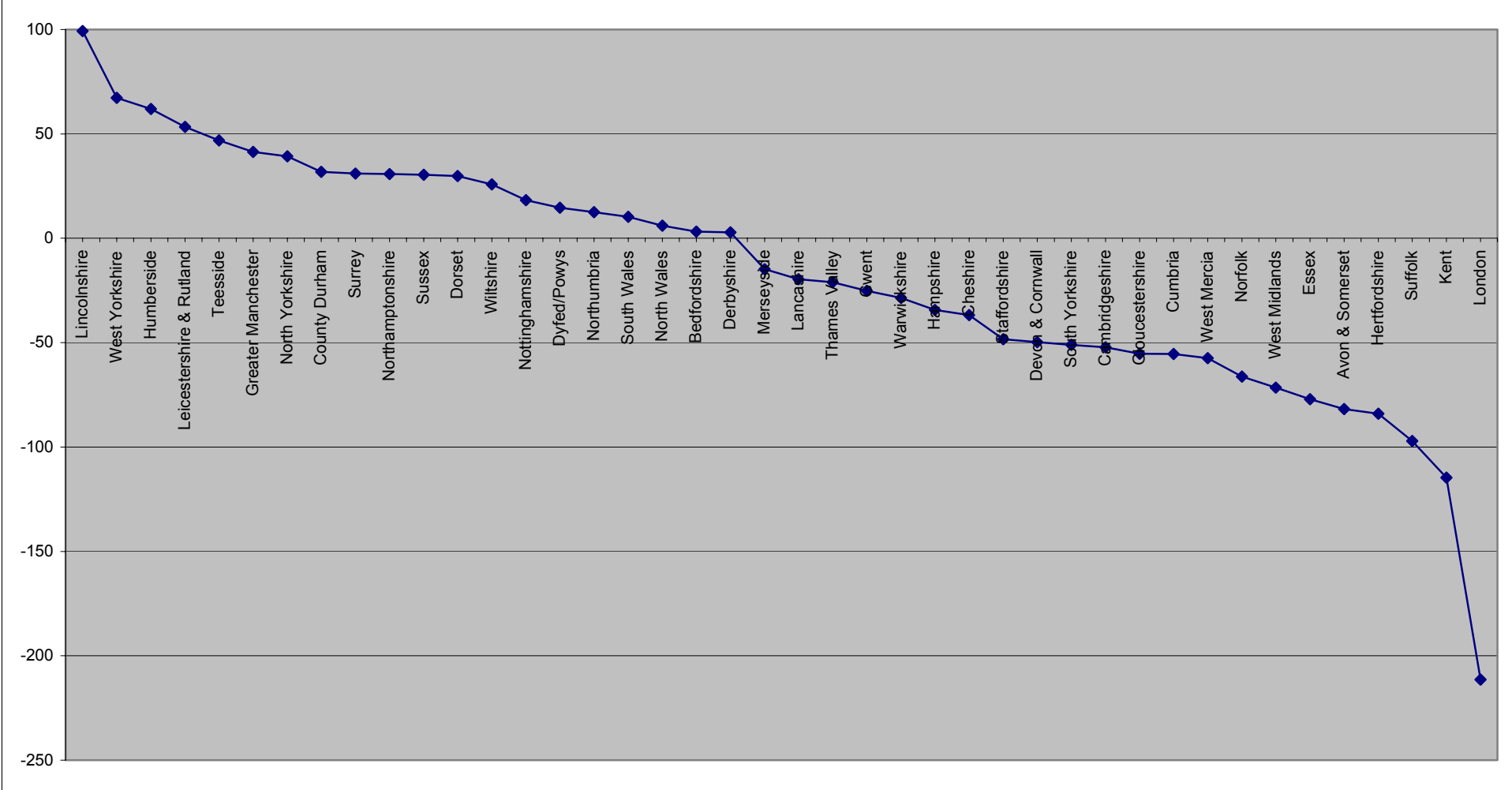
The above relates to data covering the period April 2003 - March 2004 except for victims monitoring which covers April - December 2003 due to inherent time delays.

Position since last scorecard relates to the last update of the weighted scorecard which covered the following period: April - December 2003 except for victims monitoring which covered April - September 2003.

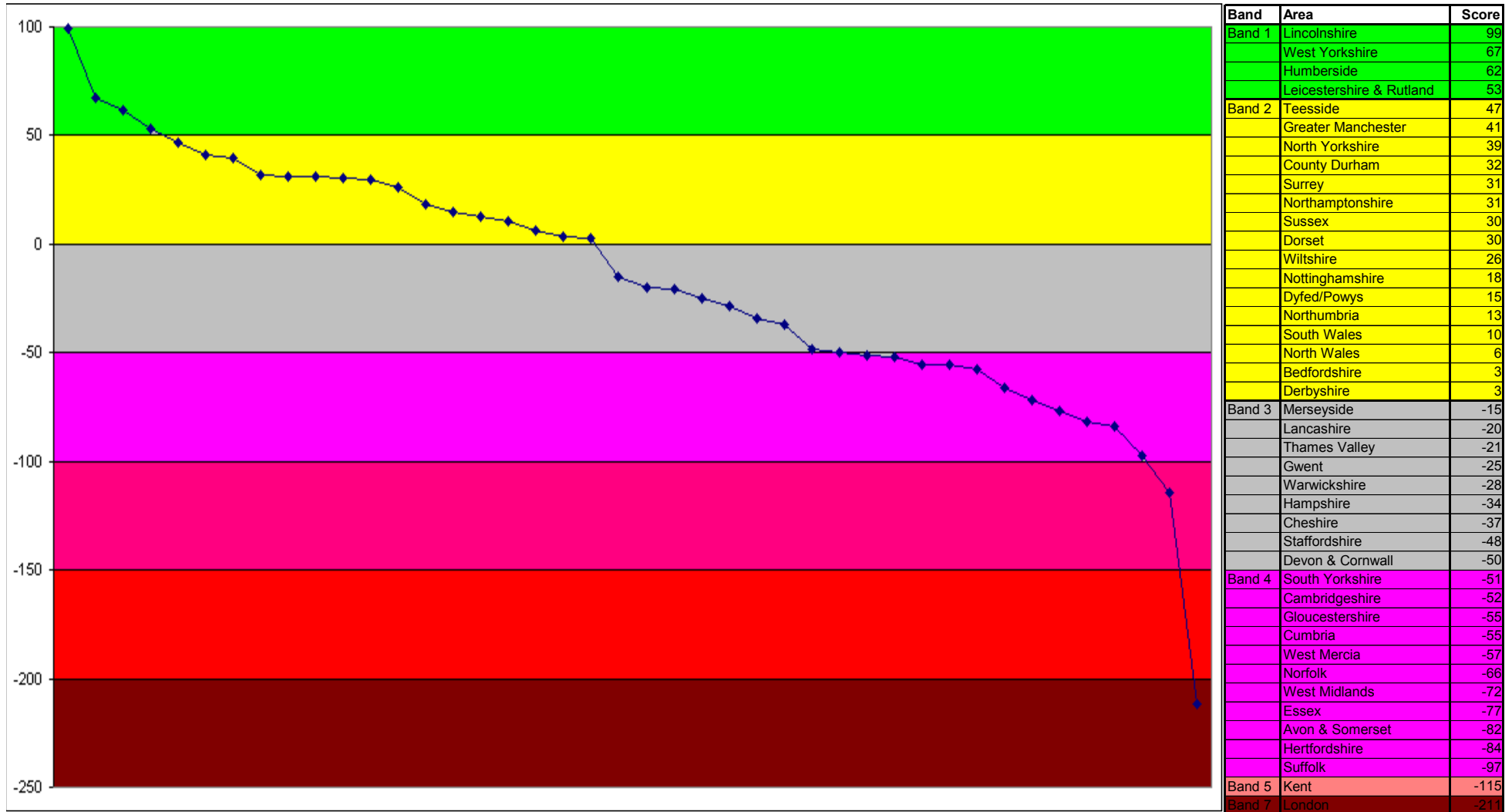
The full list of measures included with weightings in brackets is:
 accredited programmes (10); enforcement (10); DTTOs (10); basic skills starts (5);
 basic skills awards (5); victim contacts (8); sickness absence (5).

Accredited programmes, DTTOs and basic skills have been capped so areas will not get any extra credit for scores over 120% in each of these indicators.

Weighted Scorecard 2003/04



Weighted Scorecard 2003/04



Timetable for Performance reports

Report	Due date
Performance Report 13 April - June 2004	Aug 2004
Performance Report 14 April - September 2004	Nov 2004
Performance Report 15 April - December 2004	Feb 2005
Performance Report 16 2004/5 year-end report	May 2005